# Compensation Stabilization Program

## SEVENTH AND FINAL ANNUAL REPORT 1988

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October 1, 1988

Honourable Melville B. Couvelier
Minister of Finance and Corporate Relations
Parliament Buildings
Victoria, B.C.

Dear Mr. Minister,

Herewith the Annual Report of the activities of the Compensation Stabilization Program for the seventh and final year of its operation – 1988.

Respectfully submitted,

Larry M. Gregg

Larry M. Gregg
Commissioner

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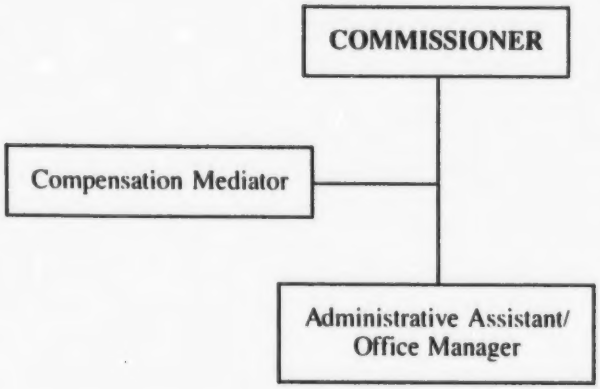
## DIRECTORY (AS AT SEPTEMBER 30, 1988)

Commissioner
LARRY M. GREGG

Compensation Mediator
VINCENT L. READY

Administrative Assistant/Office Manager
ALEXANDRA C. BEST

# COMPENSATION STABILIZATION PROGRAM
## ORGANIZATION CHART
(as of September 30, 1988)



# COMMISSIONER'S REPORT

This is the seventh and final annual report covering the operation of the Compensation Stabilization Program, an independent agency responsible for the administration and enforcement of the *Compensation Stabilization Act* introduced in 1982.

In April 1987 the Government introduced Bills 19 and 20 which were subsequently passed into law establishing the *Industrial Relations Act* and the *Teaching Profession Act*. As part of Bill 19 consequential amendments were introduced to the *Compensation Stabilization Act*. The purpose of these amendments was to allow for the phasing out of the Program over an 18-month period. The amendments stated that employee groups would be free from controls after an appointed day. The appointed day for a group would be the last day of its final guideline year. The final guideline year for a group begins on the anniversary of its base date which falls on or after October 1, 1986 and prior to October 1, 1987. This meant that all groups would be free of controls by September 30, 1988 with the majority of the groups having exited controls by June 30, 1988.

Nineteen eighty-eight is a significant year in industrial relations in the province. Seldom in recent history have so many of the major collective agreements in the province expired within the same year. In addition to this fact the public sector groups will be bargaining for the first time since 1982 free from the controls contained in the *Compensation Stabilization Act*. It is interesting to note that the public sector groups which have established new post control agreements have settled for wage increases paralleling those negotiated in the private sector. In addition, parties are settling the agreements by themselves without the need of assistance from a third party.

As would be expected the number of plans dealt with by this office during this year has declined as more and more groups have satisfied the filing requirement for their final guideline year. The main area where bargaining has remained active is the Long Term Health Care sector. Many of these groups made application for consideration under Paragraph 18.2 (e) of the Guidelines. This section was introduced in March 1986 and allows for increases above the otherwise applicable limits where the parties reach an agreement of between 3–5 years duration where the employer and the employee group are seeking to redress an unreasonable wage disparity between the group and persons performing the same work in the same industry in the Province. The disparity must be unreasonable and have existed prior to the introduction of this program in February 1982.

This office also reviewed cases where plans that had been rejected on the original submission had yet to be resubmitted in a revised form to comply with the Guidelines. This action was taken to ensure full compliance with the requirements of the *Act* and *Guidelines*.

During the year the staff remained involved in the area of mediation. Pursuant to Section 11 of the *Act*, I may appoint a mediator/fact finder to any dispute in the public sector. Such service was provided to the parties in various disputes in the health and Crown corporation sectors.

The phase out of the program provided additional work to be carried out by the staff. Such work included the cataloguing and archiving of the employer/employee group files along with the other administrative and financial files required for the operation of the office. Further, the disbursement of the physical assets of the office was undertaken with the bulk of the assets being transferred directly to other branches of the ministry for immediate use.

In conclusion, I would like to acknowledge the assistance received from members of the Provincial Government and in particular those individuals in the Ministry of Finance and Corporate Relations who provided the expertise required to allow the program to be wound up in such a smooth and efficient manner. Finally I would like to thank my staff for their efforts throughout the year particularly my assistant, Alexandra Best, for whom no job was too large and no problem without solution.

# BACKGROUND

The Compensation Stabilization Program was introduced on February 18, 1982 in a major address by then Premier W.R. Bennett. The program was part of a larger package of fiscal measures intended to meet the needs of a declining economy and was originally designed to restrain and stabilize levels of compensation in the public sector, while maintaining jobs and services.

The program itself had many goals but the three most prominent were:

(a) to recognize the limited ability of taxpayers to send more and more of their money to governments;

(b) to create an environment where the traditional relationship between private and public sector wages could be re-established;

(c) to preserve the integrity of services provided by the Provincial Government upon which British Columbians depend.

The approach selected by the government created a program of limited duration, two years, with a voluntary portion, the Guidelines, consisting of a flexible range of limits and a compulsory portion, the Regulations, with a more stringent and limited range. The guideline range announced on February 18, 1982, was between 8% and 14%. In July 1982 a new range of guideline limits, 0% to 10%, was inserted with the previously precise factors amended to give more flexibility in valuing the factors. The reduction in the range was made against the backdrop of economic conditions which had worsened since the original announcement in February, 1982.

The program was substantially altered in October, 1983 with the enactment of the *Compensation Stabilization Amendment Act*, which extended the duration of the program indefinitely and made the employer's ability to pay of paramount consideration in determining the appropriate guideline for an employee group. The range of limits in the Regulations was altered to +5% to −5%, apart from a percentage to be attributable to productivity increases (where applicable); the numerical factors were removed altogether from the Guidelines. Absent an issue of ability to pay, the allowable increase in compensation for an employee group depended on an amalgam of factors, namely, comparable settlements in the public sector, the identification of demonstrable or measurable increases in productivity and any other matter the Commissioner may deem to be relevant.

Subsequent amendments were made in 1984, 1985, and 1986. For the most part these changes were minor in nature, however the 1986 amendments did see an increase in the factors used in determining a group's allowable compensation guideline increase. The factors introduced were: the comparable level of settlements in the private sector; the difficulty in recruitment and retention of individuals possessing critical skills; and criteria to allow for rectification of unreasonable wage disparities between people doing the same work within the same industry in the province. These changes were introduced in response to concerns and criticisms raised by both employers and employee groups within the public sector. It was a major evolutionary step as the program continued to change from its original two-year duration to its new indefinite length.

Up to the end of September, 1988 this office had reviewed in excess of 5000 individual plans. Of these plans approximately 12% were rejected on initial review. This means that the remaining 88% of the plans were approved on the first review. The magnitude of the number which complied voluntarily with the Guidelines on their first attempt clearly indicates that the goal of making the voluntary compliance with the Guidelines the main focus of the program was successful.

It must be noted that the plans which were rejected on initial review have been resubmitted in an amended form which complied with the Guidelines. No employer or employee group has been placed under the Regulations, which are designed to enforce compliance with the Act when the parties fail to do so voluntarily. The fact that the Regulations have remained unused show that the parties were able to work together in bargaining to develop agreements and plans which complied with the Act rather than ignoring the legislation and ultimately having their agreement subjected to the application of the Regulations.

The program has made major steps towards re-establishing the traditional relationship between settlements in the public and private sectors. In early 1982 when the program was announced settlement trends had begun to deviate substantially from the norm. Public sector wage settlements were running between 1.5% – 3.0% above those in the private sector (depending upon the indices used). Traditionally, models stated that the level of private sector settlements generally led those in the public sector and further that the lag time between the two sectors was between 3 – 6 months.

By the end of 1987 the levels of increases in the two sectors were almost equal in terms of total compensation. It should be noted that the cost of increments are included in total compensation. The average cost of increments in the public sector is approximately 0.5% higher than the private sector therefore the average general wage increase in the private sector is higher than in the public sector.

Over the life of the program the average increase in compensation has decreased from in excess of 14% in early 1982 to its current level of 2.70%. The program has been responsible for some of the decrease while other economic factors have played a role in the reduction as well. This blend of factors makes it impossible to isolate the savings which are attributable to the program. The biggest problem in making such a determination is the inability to establish what groups would have settled for in the absence of the program. The only area where such savings could be identified is with plans which were originally rejected by this office and subsequently submitted at a reduced level which complied with the Guidelines. Such a figure would only be representative of the experience with those plans and any projections based on this figure would only provide an illustration of the magnitude of the overall savings. It does indicate that in the absence of the program there would have been an additional burden placed on the taxpayers of the province to fund these increases.

A legacy of the program is its introduction into public sector interest arbitration the notion that the employer's ability to pay an increase should be the paramount consideration in determining an appropriate salary increase for the employee group.

In the past the issue of ability to pay has been a factor in interest arbitrations however often is dismissed by arbitrators in favour of the prevailing rate standard. The ability to pay provision significantly alters the previous assumptions that a public sector employer has unlimited access to funding through increases in taxation and that an employer can be forced to reduce services and staffing levels simply to fund a wage increase awarded by a third party. It is notable that the paramouncy of ability to pay in third party awards in the public sector is continued under the *Industrial Relations Act* where similar powers are granted to the Commissioner who may overturn awards where it has been proved by the employer that the third party failed to give ability to pay such consideration.

The program has met the original objectives of the government through the maintenance of levels of essential public service, the containment of the government's budgetary deficit and the reduction of the rate of growth of the cost of government. The success of the Compensation Stabilization Program in meeting these goals is, in many ways, attributable to the flexibility of the program and its evolution in response to the changing environment. Through its innovative use of ranges, which differed greatly from the rigid limits set in other provincial and federal jurisdictions, the provincial government was able to maintain bargaining rights in the public sector while instituting the fiscal responsibility to protect the taxpayer.

## HEALTH

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| Altamont Private Hospital | Support Staff | H.E.U. | 4 | 1.69 |
| West Vancouver Care Centre | Support Staff | H.E.U. | 5 | 3.93 |
| West Vancouver Care Centre | Support Staff | H.E.U. | 6 | 2.50 |
| Arranglen Lodge Ltd. | Non-medical Staff — union | H.E.U. | 1 | 5.25 |
| Arranglen Lodge Ltd. | Non-medical Staff — union | H.E.U. | 2 | 7.86 |
| Balfour House | Non-medical Staff — non-union | No union | 1 | 51.45 |
| Beacon Hill Lodge | Non-medical Staff — union | H.E.U. | 4 | 4.19 |
| Beacon Hill Lodge | Non-medical Staff — union | H.E.U. | 5 | 3.73 |
| Beacon Hill Villa | Non-medical Staff — non-union | No union | 1 | 14.43 |
| Beacon Hill Villa | Non-medical Staff — union | H.E.U. | 1 | 5.27 |
| Beacon Hill Villa | Non-medical Staff — union | H.E.U. | 2 | 4.15 |
| Bel Air Rest Home | Non-medical Staff — non-union | No union | 1 | 8.52 |
| Bonnymuir Lodge Ltd. | Non-medical Staff — non-union | No union | 1 | 2.90 |
| Boundary Senior Citizen's Housing Soc. | Staff | C.U.P.E. | 5 | 2.98 |
| Boundary Senior Citizen's Housing Soc. | Staff | C.U.P.E. | 6 | 2.81 |
| Braemaire Park Lodge | Staff | No union | 4 | 5.95 |
| Braemaire Park Lodge | Staff | No union | 5 | 0.00 |
| Braemaire Park Lodge | Staff | No union | 6 | 22.34 |
| Broadway Pentecostal Lodge | Administrative Staff | No union | 6 | 3.71 |
| Broadway Pentecostal Lodge | Non-medical Staff — non-union | No union | 6 | 5.50 |
| Canada Way Care Centre | Mid. Management | No union | 3 | 3.23 |
| Canada Way Care Centre | Mid. Management | No union | 4 | 2.24 |
| Canada Way Care Centre | Mid. Management | No union | 5 | 3.89 |
| Carleton Lodge/Pvt. Hospital, Como Lake | Non-medical Staff — non-union | No union | 1 | 4.06 |
| Carleton Lodge/Pvt. Hospital, Como Lake | Non-medical Staff — non-union | No union | 2 | 0.00 |
| Cartier House | Non-medical Staff — union | H.E.U. | 4 | 5.22 |
| Cartier House | Non-medical Staff — union | H.E.U. | 5 | 4.14 |
| Cavell Hospital, Edith | Non-medical Staff — non-union | No union | 1 | 4.72 |
| Cavell, Edith Hospital | Staff | H.E.U. | 4 | 3.69 |
| Cavell Hospital, Edith | Staff | H.E.U. | 5 | 3.66 |
| Cavell Hospital, Edith | Staff | H.E.U. | 6 | 2.98 |
| Centennial Park Lodge | Non-medical Staff — non-union | No union | 1 | 3.92 |
| Central Care Home | Mid. Management | No union | 5 | 3.20 |
| Central City Mission | Union Nurses | B.C.N.U. | 1 | 2.73 |
| Central City Mission | Union Nurses | B.C.N.U. | 2 | 5.50 |
| Central Park Lodge | Non-medical Staff — union | H.E.U. | 4 | 1.87 |
| Central Park Lodge | Non-medical Staff — union | H.E.U. | 5 | 5.66 |
| Central Park Lodge | Non-medical Staff — union | H.E.U. | 6 | 2.71 |
| Central Park Manor | Mid. Management | No union | 5 | 0.00 |
| Central Park Manor | Mid. Management | B.C.N.U. | 6 | 4.48 |
| Central Park Manor | Staff | I.U.O.E. | 6 | 4.64 |
| Coast Foundation Society | Staff | C.U.P.E. | 5 | 1.62 |
| Columbian Centre Society | Staff | H.S.A. | 4 | 0.00 |
| Columbian Centre Society | Staff | H.S.A. | 5 | 3.19 |
| Como Lake Private Hospital | Staff | H.E.U. | 5 | 1.65 |
| Como Lake Private Hospital | Staff | H.E.U. | 6 | 3.39 |
| Como Lake Private Hospital | Staff | H.E.U. | 7 | 2.53 |
| Cook Corp., N.B. | Staff | H.E.U. | 4 | 2.83 |
| Cook Corp., N.B. | Staff | H.E.U. | 5 | 3.68 |
| Cook Corp., N.B. | Staff | H.E.U. | 6 | 2.36 |
| Cooper Place | Staff | B.C.N.U. | 3 | 4.44 |
| Coquihalla Community Care Society | Non-medical Staff — non-union | No union | 1 | 6.32 |
| Craigdarrock Rest Home | Staff | No union | 2 | 0.00 |
| Craigdarrock Rest Home | Staff | No union | 3 | 32.52 |
| Evergreen Baptist Home | Non-medical Staff — non-union | No union | 5 | 4.84 |
| Cambie Private Hospital | Non-medical Staff — union | H.E.U. | 1 | 0.00 |
| Cambie Private Hospital | Non-medical Staff — union | H.E.U. | 2 | 0.00 |
| Cambie Private Hospital | Non-medical Staff — union | H.E.U. | 3 | 0.00 |

## HEALTH — *Continued*

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| Cambie Private Hospital | Non-medical Staff — union | H.E.U. | 4 | 2.87 |
| Cambie Private Hospital | Non-medical Staff — union | H.E.U. | 5 | 4.64 |
| Cambie Private Hospital | Non-medical Staff — union | H.E.U. | 6 | 4.73 |
| Foyer Maillard | Staff | No union | 6 | 3.17 |
| Glen Brae Private Hospital | Non-medical Staff — non-union | No union | 1 | 29.53 |
| Glen Brae Private Hospital | Non-medical Staff — union | H.E.U. | 1 | 10.13 |
| Grand Street Lodge | Non-medical Staff — non-union | No union | 1 | 27.92 |
| Grand Vu Lodge Ltd. | Non-medical Staff — non-union | No union | 1 | 7.03 |
| Grandview Towers II | Mid. Management | No union | 6 | 3.20 |
| Greenwoods | Administrative Staff | No union | 2 | 0.00 |
| Greenwoods | Non-union Nurses | No union | 5 | 2.87 |
| Greenwoods | Non-union Nurses | No union | 6 | 0.00 |
| Halcyon Community Home Society | Staff | No union | 5 | 2.93 |
| Halcyon Community Home Society | Staff | No union | 6 | 2.75 |
| Haney Intermediate Care Centre | Staff | H.E.U. | 6 | 2.66 |
| Heather House Ltd. | Mid. Management | No union | 1 | 3.92 |
| Hudson Hope Gething Diag. & Treat. Cent. | Staff | H.S.A. | 4 | 6.84 |
| Hudson Hope Gething Diag. & Treat. Cent. | Staff | H.S.A. | 5 | 4.47 |
| Inglewood Lodge | Staff | H.E.U. | 1 | 7.25 |
| Inglewood Lodge | Staff | H.E.U. | 2 | 0.00 |
| Inglewood Lodge | Staff | H.E.U. | 3 | 1.84 |
| Inglewood Lodge | Staff | H.E.U. | 4 | 1.66 |
| Inglewood Lodge | Staff | H.E.U. | 5 | 3.34 |
| Inglewood Lodge | Staff | H.E.U. | 6 | 2.51 |
| Jackman Manor | Staff | No union | 2 | 0.00 |
| Jackman Manor | Staff | No union | 3 | 0.00 |
| Jackman Manor | Staff | No union | 4 | 2.46 |
| Jackman Manor | Staff | H.E.U. | 5 | 3.02 |
| Kimberley Special Care Home | Non-contract Staff | No union | 4 | 2.51 |
| Kimberley Special Care Home | Non-contract Staff | No union | 5 | 3.50 |
| Kimberley Special Care Home | Non-contract Staff | No union | 6 | 5.63 |
| Kingsway Manor Ltd. | Non-medical Staff — non-union | No union | 1 | 3.58 |
| Kinsmen Place Lodge | Non-union Nurses | B.C.N.U. | 5 | 1.83 |
| Kinsmen Place Lodge | Non-union Nurses | B.C.N.U. | 6 | 5.21 |
| Kiro Manor | Senior Managers | No union | 5 | 1.97 |
| Kiro Manor | Senior Managers | No union | 6 | 3.00 |
| Kopernik Lodge | Union Nurses | B.C.N.U. | 1 | 1.99 |
| Kopernik Lodge | Union Nurses | B.C.N.U. | 2 | 5.45 |
| Kopernik Lodge | Union Nurses | B.C.N.U. | 3 | 4.73 |
| Ladner Private Hospital | Staff | H.E.U. | 5 | 1.75 |
| Ladner Private Hospital | Staff | H.E.U. | 6 | 3.45 |
| Ladner Private Hospital | Staff | H.E.U. | 7 | 2.50 |
| Large, R.W. Memorial Hospital | Non-medical Staff — union | H.E.U. | 4 | 2.08 |
| Large, R.W. Memorial Hospital | Non-medical Staff — union | H.E.U. | 5 | 4.69 |
| Large, R.W. Memorial Hospital | Non-medical Staff — union | H.E.U. | 6 | 2.54 |
| False Creek Residence | Staff | No union | 5 | 1.73 |
| False Creek Residence | Staff | H.E.U. | 6 | 6.51 |
| MacDonald Lodge #2 | Staff | H.E.U. | 4 | 1.12 |
| MacDonald Lodge #2 | Staff | H.E.U. | 5 | 4.04 |
| MacDonald Lodge #2 | Staff | H.E.U. | 6 | 2.54 |
| Mount Edwards Court Care Home | Mid. Management | No union | 5 | 3.16 |
| Napier Lodge | Administrative Staff | No union | 1 | 2.91 |
| Napier Lodge | Non-medical Staff — non-union | No union | 1 | 2.43 |
| Napier Lodge | Non-medical Staff — non-union | No union | 2 | 2.96 |
| Napier Lodge | Non-medical Staff — non-union | No union | 3 | 2.15 |
| Napier Lodge | Staff | C.U.P.E. | 1 | 2.47 |
| Napier Lodge | Staff | C.U.P.E. | 2 | 2.95 |
| Napier Lodge | Staff | C.U.P.E. | 3 | 2.41 |

## HEALTH — *Continued*

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| Normandy Hospital | Non-medical Staff — non-union | No union | 1 | 3.00 |
| North Peace Care Home Society | Non-union Nurses | No union | 3 | 3.02 |
| North Peace Care Home Society | Non-union Nurses | No union | 4 | 2.82 |
| North Peace Care Home Society | Non-union Nurses | No union | 5 | 5.11 |
| North Peace Care Home Society | Non-union Nurses | No union | 6 | 0.00 |
| North Peace Care Home Society | Staff | No union | 3 | 3.97 |
| North Peace Care Home Society | Staff | No union | 4 | 2.96 |
| North Peace Care Home Society | Staff | No union | 5 | 6.90 |
| North Peace Care Home Society | Staff | No union | 6 | 0.00 |
| North Shore Private Hospital Ltd. | Non-medical Staff — union | H.E.U. | 3 | 2.16 |
| North Shore Private Hospital Ltd. | Non-medical Staff — union | H.E.U. | 4 | 4.54 |
| North Shore Private Hospital Ltd. | Non-medical Staff — union | H.E.U. | 5 | 2.63 |
| Oak Bay Kiwanis Pavilion | Union Nurses | B.C.N.U. | 1 | 2.39 |
| Okanagan Commem. Pioneer Cultural Soc. | Mid. Management | B.C.N.U. | 3 | 0.00 |
| Okanagan Commem. Pioneer Cultural Soc. | Mid. Management | B.C.N.U. | 4 | 4.25 |
| Parklane Private Hospital Ltd. | Staff | B.C.G.E.U. | 3 | 0.00 |
| Parklane Private Hospital Ltd. | Staff | B.C.G.E.U. | 4 | 0.00 |
| Parklane Private Hospital Ltd. | Staff | B.C.G.E.U. | 5 | 14.99 |
| Parkridge Private Hospital | Non-medical Staff — non-union | No union | 1 | 3.21 |
| Parkridge Private Hospital | Staff | H.E.U. | 5 | 0.71 |
| Parkridge Private Hospital | Staff | H.E.U. | 6 | 3.31 |
| Parkridge Private Hospital | Staff | H.E.U. | 7 | 2.59 |
| Parkview Rest Home | Non-medical Staff — non-union | No union | 1 | 2.85 |
| Parkwood Lodge | Non-medical Staff — non-union | No union | 1 | 3.07 |
| Pearl Villa Lodge | Non-medical Staff — non-union | No union | 1 | - 22.07 |
| Prince Rupert Health Care Soc.—Acropolis | (Executive) Secretaries | No union | 1 | 2.74 |
| Prince Rupert Health Care Soc.—Acropolis | Administrative Staff | No union | 5 | 0.00 |
| Prince Rupert Health Care Soc.—Acropolis | Administrative Staff | No union | 6 | 2.91 |
| Prince Rupert Health Care Soc.—Acropolis | Supervis./Foremen/Secretaries | No union | 4 | 0.00 |
| Prince Rupert Health Care Soc.—Acropolis | Supervis./Foremen/Secretaries | No union | 5 | 2.19 |
| Prince Rupert Health Care Soc.—Acropolis | Supervis./Foremen/Secretaries | No union | 6 | 2.90 |
| Queen Alexandra Hospital for Children | Staff | H.S.A. | 5 | 3.87 |
| Queen Alexandra Hospital for Children | Staff | H.S.A. | 6 | 1.71 |
| Raspberry Lodge | Staff | H.E.U. | 4 | 1.28 |
| Raspberry Lodge | Staff | H.E.U. | 5 | 4.50 |
| Raspberry Lodge | Staff | H.E.U. | 6 | 2.67 |
| Salvation Army Sunset Lodge | Mid. Management | No union | 6 | 4.24 |
| Sandringham Hospital | Non-medical Staff — non-union | No union | 1 | 2.98 |
| Sherwood Crescent Guest Home | Staff | No union | 4 | 0.00 |
| Sherwood Crescent Guest Home | Staff | No union | 5 | 0.00 |
| Sherwood Crescent Guest Home | Staff | No union | 6 | 14.98 |
| Shuswap Lake General Hospital | Mid. Management | No union | 4 | 3.08 |
| Shuswap Lake General Hospital | Mid. Management | No union | 5 | 3.75 |
| Sidney Personal Care Home | Staff | No union | 4 | 0.00 |
| Sidney Personal Care Home | Staff | No union | 5 | 3.02 |
| Simon Fraser Lodge | Non-medical Staff — union | H.E.U. | 1 | 1.07 |
| Simon Fraser Lodge | Non-medical Staff — union | H.E.U. | 2 | 4.81 |
| Simon Fraser Lodge | Non-medical Staff — union | H.E.U. | 3 | 2.50 |
| Simpson Hospital | Non-medical Staff — non-union | No union | 1 | 3.17 |
| Southpines Private Hospital | Staff | H.E.U. | 4 | 1.05 |
| Southpines Private Hospital | Staff | H.E.U. | 5 | 4.30 |
| Southpines Private Hospital | Staff | H.E.U. | 6 | 2.81 |
| Southardaire Manor | Non-medical Staff — non-union | No union | 1 | 52.79 |
| Sun Valley Rest Home | Non-medical Staff — non-union | No union | 1 | 5.11 |
| Terraceview Lodge Society | Union Nurses | B.C.N.U. | 1 | 2.05 |
| Terraceview Lodge Society | Union Nurses | B.C.N.U. | 2 | 2.48 |
| Three Links Care Centre | Union Nurses | B.C.N.U. | 3 | 4.68 |
| Three Links Care Centre | Union Nurses | B.C.N.U. | 4 | 7.80 |

## HEALTH — *Continued*

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| Three Links Care Centre | Union Nurses | B.C.N.U. | 5 | 6.39 |
| Trillium Lodge | Non-union Nurses | No union | 4 | 1.91 |
| Trillium Lodge | Non-union Nurses | No union | 5 | 5.47 |
| Trillium Lodge | Non-union Nurses | No union | 6 | 4.73 |
| Trillium Lodge | Non-medical Staff — non-union | No union | 4 | 2.52 |
| Trillium Lodge | Non-medical Staff — non-union | No union | 5 | 4.22 |
| Trillium Lodge | Non-medical Staff — non-union | No union | 6 | 2.60 |
| Trillium Lodge | Staff | No union | 4 | 0.00 |
| Trillium Lodge | Staff | No union | 5 | 7.96 |
| Trillium Lodge | Staff | No union | 6 | 4.56 |
| United Lodge | Non-medical Staff — non-union | No union | 1 | 21.84 |
| Valhaven Home | Mid. Management | No union | 6 | 4.19 |
| Valhaven Home | Non-medical Staff — non-union | No union | 6 | 5.31 |
| Vernon Jubilee Home Society | Mid. Management | No union | 6 | 3.11 |
| Victoria Lodge | Non-medical Staff — non-union | No union | 1 | 23.82 |
| Wenowan Guest Home Inc. | Non-medical Staff — non-union | No union | 1 | 8.33 |
| West Coast General Hospital | Dietry | I.U.O.E. | 5 | 0.84 |
| West Coast General Hospital | Dietry | I.U.O.E. | 6 | 2.66 |
| West Coast General Hospital | Non-contract Staff | No union | 4 | 3.17 |
| West Coast General Hospital | Non-contract Staff | No union | 5 | 3.15 |
| West Shore Laylum | Non-medical Staff — non-union | No union | 1 | 5.98 |
| Willowhaven Private Hospital | Staff | H.E.U. | 5 | 1.77 |
| Willowhaven Private Hospital | Staff | H.E.U. | 6 | 5.07 |
| Willowhaven Private Hospital | Staff | H.E.U. | 7 | 3.85 |

## EDUCATION

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| Douglas College | Instructors — union | Faculty Assn. | 6 | 3.00 |
| Northwest Community College | Support Staff | B.C.G.E.U. | 5 | 2.45 |
| School District No. 2 (Cranbrook) | Directors | No union | 1 | 1.42 |
| School District No. 2 (Cranbrook) | Senior Managers | No union | 4 | 1.48 |
| School District No. 35 (Langley) | Crosswalk Guards | No union | 5 | 2.99 |
| School District No. 46 (Sunshine Coast) | Support Staff | C.U.P.E. | 5 | 3.12 |
| School District No. 55 (Burns Lake) | Support Staff | I.U.O.E. | 6 | 3.22 |
| School District No. 57 (Prince George) | Professional Staff | Prof. Emp. Assn. | 5 | 3.02 |
| School District No. 76 (Agassiz-Harrison) | Non-contract Staff | C.U.P.E. | 5 | 2.92 |
| School District No. 87 (Stikine) | Teachers | Teachers' Assn. | 5 | 2.76 |
| Vancouver Community College | Mid. Management | No union | 6 | 2.76 |
| Vancouver Community College | Senior Managers | No union | 3 | 2.19 |
| Vancouver Community College | Union Nurses | B.C.N.U. | 6 | 2.94 |

## MUNICIPALITY

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| City of Dawson Creek | Firefighters | I.A.F.F. | 4 | 2.43 |
| City of Dawson Creek | Firefighters | I.A.F.F. | 5 | 2.85 |
| Delta Municipal Police Board | Senior Managers | No union | 3 | 2.97 |
| Delta Municipal Police Board | Supervis./Foremen/Secretaries | No union | 5 | 3.02 |
| City of Nanaimo | Firefighters | I.A.F.F. | 5 | 2.93 |
| City of Nanaimo | Firefighters | I.A.F.F. | 6 | 2.85 |
| City of Quesnel | Senior Managers | No union | 3 | 3.93 |
| City of Quesnel | Senior Managers | No union | 4 | 3.38 |
| City of Quesnel | Senior Managers | No union | 5 | 1.83 |
| Town of Smithers | Jr. Management | No union | 6 | 2.91 |

## BOARDS AND COMMISSIONS

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| Pacific National Exhibition | Hourly Employees | I.A.T.S.E. | 5 | 2.89 |
| Pacific National Exhibition | Hourly Employees | I.A.T.S.E. | 6 | 0.00 |

## CROWN CORPORATIONS

| Employer | Employee Group | Union | Year | Unweighted % Increase |
|---|---|---|---|---|
| B.C. Hydro & Power Authority | Municipal Service — union | B.L.E. | 4 | 0.00 |
| B.C. Hydro & Power Authority | Municipal Service — union | B.L.E. | 5 | 0.98 |
| B.C. Rapid Transit Company Ltd. | Transit Workers and Drivers | O.T.E.U. | 1 | 2.68 |
| B.C. Transit | Supervis./Foremen/Secretaries | No union | 5 | 1.88 |

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